



**Armed Forces Retirement Home  
Office of the Inspector General  
3700 N. Capitol Street  
Washington, DC 20011-8400**

October 15, 2012

**MEMORANDUM FOR THE ARMED FORCES RETIREMENT HOME (AFRH), CHIEF  
OPERATING OFFICER**

**SUBJECT:** October 2012 time card audit of the Armed Forces Retirement Home and the Armed Forces Retirement Home-Washington

The AFRH Inspector General's Office is providing this audit for your information and use. The audit was conducted at the AFRH Agency and AFRH-Washington facility level.

**PURPOSE OF TIME CARD AUDIT:** The purpose of this internal audit was to assure that satisfactory controls are in place to prevent wasteful, careless, inefficient and fraudulent practices by AFRH and AFRH-Washington leadership.

**TIME CARD AUDIT SCOPE:** The AFRH Inspector General's office has the authority to review and evaluate all aspects of the AFRH time cards. The review of the AFRH and AFRH-Washington focused on the Pay Periods 2-18 in the following areas:

- Timekeeper file organization by Pay Period or employee
- Individual employee time card completion (signed by the timekeeper, employee and supervisor)
- Employee leave slip submission-approved or disapproved (signed by employee and supervisor)
- Employee sick leave submission-approved or disapproved (signed by employee and supervisor)
- Employee compensation time submission-approved (signed by employee and supervisor)
- Employee overtime submission-approved (signed by employee and supervisor)
- Correlation between overtime granted during a Pay Period and annual or sick leave during taken during the same Pay Period
- Patterns of employees granted overtime

**TIME CARD AUDIT ELEMENTS:** This audit consists of reviews, observation, findings and recommendations in each of the following divisions: AFRH Agency, AFRH-Washington Administration, Resident Services, Campus Operations, Wellness Center, LaGarde 2-5.

**RECOMMENDATIONS:** Individual recommendations are outlined in each division audit review. This audit revealed that AFRH-W is currently on track to exceed over \$800,000.00 in overtime. A high risk to the positive growth of the Trust Fund will be limited over the next five years if this amount of overtime continues to be absorbed by AFRH. It is highly recommended that staffing levels specifically in Healthcare Services be reviewed immediately. Currently staffing levels might be adequate for the level of care but it could be prudent to higher additional full or part-time staff members to elevate the overtime cost.

If you have any questions, comments or would like to discuss this audit please contact me at (202) 541-7550 or [AFRH.IG@AFRH.GOV](mailto:AFRH.IG@AFRH.GOV).

Respectfully,

A handwritten signature in black ink, appearing to read 'SHEILA R. ABARR', written over a horizontal line.

SHEILA R. ABARR  
Inspector General  
Armed Forces Retirement Home

**AFRH Agency:**

Timekeeper: [REDACTED]

Period Periods review: Random PP 2-6

Divisions included: COO and CRO office

Separate employee file or by Pay Period: Employee

Timekeeper signature: No (majority signed by the timekeeper)

Employee signature: No

Supervisor signature: No

Leave slip complete: Yes

Comp time approval:

Overtime approval: No overtime requested

**Observation & Findings:**

- [REDACTED] -no supervisor signature, PP5 no employee or supervisor signature
- [REDACTED] no employee signature, PP 2 no timekeeper, supervisor or employee signature
- [REDACTED] no supervisor signature
- [REDACTED] no timekeeper, supervisor or employee signature

**Recommendations:**

- Develop standardize overtime and comp time form for AFRH.
- Timekeeper email all employees to sign time cards immediately after time as been submitted. If employees have not signed within two working days contact their supervisor.
- Follow-up with supervisor for signature after employees have signed time card. Supervisors should sign time cards no later than three working days after time cards have been submitted.

SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year

Customer Code:AFR	Aff Bfy:2012
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L Name	F Name	Internal Org	BOC	Amount
		AFR6000000000	111001	25,305.60
			121102	3,011.36
			121103	1,265.24
			121104	20.27
			121106	50.40
			121109	366.92
				<b>Employee Total: 30,019.79</b>
		AFR6000000000	111001	19,356.80
			121101	1,354.96
			121104	1,147.84
			121105	1,657.40
			121106	38.68
			121109	268.44
				<b>Employee Total: 23,824.12</b>
		AFR6000000000	111001	24,086.40
			121101	1,686.04
			121104	763.29
			121105	1,657.40
			121106	48.00
			121109	339.40
				<b>Employee Total: 28,580.53</b>
		AFR6100000000	111001	8,992.94
			121102	1,036.16
			121103	87.08
			121104	518.64
			121105	743.00
			121106	17.68
			121109	121.28
				<b>Employee Total: 11,516.78</b>
		AFR6100000000	111001	18,281.60
			121102	2,175.52
			121103	914.04
			121104	1,095.68
			121105	743.00
			121106	36.60
			121109	256.24
				<b>Employee Total: 23,502.68</b>
		AFR6110000000	111001	17,206.40
			121102	2,047.56
			121103	860.36
			121104	1,066.80
			121106	34.52
			121109	249.48
				<b>Employee Total: 21,465.12</b>
		AFR6110000000	111001	8,412.80
			121102	1,001.12
			121103	84.12
			121104	518.16
			121106	17.08
			121109	121.20
				<b>Employee Total: 10,154.48</b>
		AFR6110000000	111001	12,451.20
			121102	1,481.68
			121103	622.56
			121104	714.64
			121105	1,657.40
			121106	25.20
			121109	167.12

				<b>Employee Total: 17,119.80</b>
		AFR6170000000	111001	14,563.20
			121102	1,733.04
			121103	728.16
			121104	855.68
			121105	1,657.40
			121106	29.12
			121109	200.12
				<b>Employee Total: 19,766.72</b>
			111001	19,356.80
			121102	2,303.44
			121103	967.84
			121104	1,157.96
			121105	1,657.40
			121106	38.68
			121109	270.80
				<b>Employee Total: 25,752.92</b>
			111001	19,660.80
			121102	2,339.64
			121103	983.04
			121104	1,218.96
			121106	39.28
			121109	285.08
				<b>Employee Total: 24,526.80</b>
		AFR7340000000	111001	17,197.53
			121102	1,876.77
			121103	630.85
			121104	967.03
			121105	521.28
			121106	31.52
			121109	226.17
				<b>Employee Total: 21,451.15</b>
			111001	23,843.20
			121102	3,386.56
			121103	1,422.96
			121105	1,657.40
			121106	47.40
			121109	401.12
			121202	4,615.36
				<b>Employee Total: 35,374.00</b>

Total Over Time

0

### **AFRH-W Administration:**

Timekeeper: [REDACTED]

Period Periods review: Random 12-18

Divisions included: Administrative, Security, Business Center, Safety

Separate employee file or by Pay Period: Administration by employee/Security by Pay Period

Timekeeper signature: Yes

Employee signature: Yes

Supervisor signature: Yes ([REDACTED] files) – Security completed signature during the audit)

Leave slip complete: Yes ([REDACTED] files) – Security completed signature during the audit)

Comp time approval: N/A

Overtime approval: Majority completed

### **Observation & Findings:**

- [REDACTED] - PP 15 & 18- completed
- [REDACTED] - PP 14- & 18- completed
- [REDACTED] PP 15- & 16- completed
- [REDACTED] -PP 12- & 14- completed
- [REDACTED] -PP 15 thru 18 overtime submitted and approved
- [REDACTED] PP 15 thru 18 overtime submitted and approved
- [REDACTED] PP 15 complete, PP 17 no supervisor signature
- [REDACTED] PP 15 no supervisor signature, PP 18 annual leave not signed by supervisor
- [REDACTED] PP 15 completed, PP 17 no supervisor date
- [REDACTED] PP 15 complete
- [REDACTED] 15 sick leave not signed by supervisor
- [REDACTED] PP 16 no overtime approval slip
- [REDACTED] PP 15 not signed by supervisor, PP 17 no overtime approval for .25 hours, annual leave not signed by supervisor
- [REDACTED] PP 15 completed, PP 17 no supervisor date, PP 18 no supervisor date
- [REDACTED] PP 16 not signed by supervisor, sick leave not signed by supervisor
- [REDACTED] PP 15 thru 18 no overtime submitted for approval
- [REDACTED] PP 16 not dated by supervisor and sick leave not signed by supervisor

### **Recommendations:**

- Develop standardize overtime and comp time form for AFRH.
- [REDACTED] is the official timekeeper but does not maintain the Security time cards (possible risk). Recommend [REDACTED] keep all time cards for this area.
- Supervisors need to carefully review all employee time card submissions in order to make sure all overtime, comp time and leave slips are completed prior to timekeeper submission for each Pay Period.
- AFRH-W Administrator should review all overtime and comp time request and approvals.
- AFRH-W Administrator should review actual overtime cost after each Pay Period.
- Security section has 5 additional employees on staff. The Security Chief should be able to review past overtime requirements and utilized the new employees to cut down on overtime cost.

## SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year

Customer Code:AFR	Aff Bfy:2012
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L Name	F Name	Internal Org	BOC	Amount
		AFR7300000000	111001	10,534.40
			121102	1,253.60
			121103	526.76
			121104	646.48
			121106	21.32
			121109	151.20
				<b>Employee Total: 13,133.76</b>
		AFR7310000000	111001	22,137.60
			121102	2,634.36
			121103	1,106.84
			121104	1,288.04
			121105	1,657.40
			121106	44.08
			121109	301.24
				<b>Employee Total: 29,169.56</b>
		AFR7312000000	111001	13,011.20
			121102	1,548.32
			121103	650.56
			121104	806.68
			121109	188.68
				<b>Employee Total: 16,205.44</b>
		AFR7315000000	111001	12,627.20
			115201	878.50
			121101	883.92
			121105	743.00
			121106	25.52
			121109	189.79
				<b>Employee Total: 15,347.93</b>
		AFR7315000000	111001	6,606.89
			121102	769.96
			121103	258.84
			121104	373.80
			121105	743.00
			121106	13.52
			121109	87.40
				<b>Employee Total: 8,853.41</b>
		AFR7315000000	111001	12,246.40
			115201	1,113.45
			121102	1,457.32
			121103	612.36
			121104	781.92
			121105	1,580.84
			121106	24.60
			121109	182.87
				<b>Employee Total: 17,999.76</b>
		AFR7315000000	111001	8,540.80
			121101	597.84
			121105	743.00
			121106	17.40
			121109	118.88
				<b>Employee Total: 10,017.92</b>
		AFR7315000000	111001	5,574.40
			115103	720.16
			115104	139.36
			115201	984.60
			121102	663.36
		AFR7315000000	121103	55.76
			121104	459.96

878.5

1113.45

984.6

[illegible]

121106	11.68
121109	107.58
111001	5,810.10
121102	691.39
121103	290.51
121104	339.00
121105	743.00
121106	17.08
121109	79.29
	<b>Employee Total: 16,687.23</b>
111001	6,790.40
115103	417.64
115201	65.44
121102	808.04
121103	339.56
121104	385.59
121105	1,657.40
121106	14.12
121109	90.17
	<b>Employee Total: 10,568.36</b>
111001	11,862.40
121102	1,411.64
121103	118.64
121104	735.48
121106	24.00
121109	172.00
	<b>Employee Total: 14,324.16</b>
111001	5,574.40
115103	236.80
121101	390.20
121104	360.29
121106	11.68
121109	84.25
	<b>Employee Total: 6,657.62</b>
111001	6,268.80
115103	156.80
115104	156.72
121102	746.00
121103	182.68
121104	358.88
121105	1,657.40
121106	12.92
121109	83.94
	<b>Employee Total: 9,624.14</b>
111001	7,571.20
115103	540.15
115104	189.28
121102	900.96
121103	195.72
121104	514.64
121106	15.60
121109	120.36
	<b>Employee Total: 10,047.91</b>
111001	8,601.60
115103	1,020.57
115104	215.04
115201	436.48
121102	1,023.60
121103	355.00
121104	549.90
121105	1,657.40
121106	17.72
121109	128.62

65.44

436.48





[illegible]

	<b>Employee Total: 11,013.21</b>	
111001	6,601.60	
115103	123.84	
115104	165.04	
115201	69.77	69.77
121101	462.12	
121104	397.72	
121105	743.00	
121106	13.80	
121109	93.02	
	<b>Employee Total: 8,669.91</b>	
111001	8,806.40	
115103	1,760.64	
115104	220.16	
115201	2,264.72	2264.72
121101	616.44	
121104	760.01	
121105	1,657.40	
121106	18.00	
121109	177.74	
	<b>Employee Total: 16,281.51</b>	
111001	6,988.80	
115103	377.14	
115201	50.13	50.13
121102	831.68	
121103	189.88	
121104	417.63	
121105	1,657.40	
121106	14.40	
121109	97.68	
	<b>Employee Total: 10,624.74</b>	
111001	17,878.40	
115201	3,711.79	3711.79
121102	2,127.52	
121103	846.95	
121104	1,281.73	
121105	1,657.40	
121106	35.70	
121109	299.76	
111001	0.00	
111003	13.11	
115103	-7.11	
115104	0.00	
121102	0.00	
121103	0.00	
121104	-0.44	
121106	0.00	
121109	-0.10	
	<b>Employee Total: 5.46</b>	
Total Over Time		15107.26

### **AFRH-W Resident Services:**

Timekeeper: [REDACTED]

Period Periods review: Random PP 8-17

Divisions included: Resident Services & Recreational Services

Separate employee file or Pay Period: Resident Services by Pay Period/Recreational Services by employee

Timekeeper signature: Resident Services - Not completed during pre-audit

Recreational Services – completed during pre-audit

\*Resident Services – completed during audit

Employee signature: Resident Services - Not completed during pre-audit

Recreational Services – completed during audit

\*Resident Services – completed during audit

Supervisor signature: Resident Services - Not completed during pre-audit

Recreational Services – completed during pre-audit

\*Resident Services – completed during audit

Leave slip complete: Yes

Comp time approval: Submitted approval through e-mail

Overtime approval: Submitted approval through e-mail

### **Observation & Findings:**

- [REDACTED] - PP 12 & 13 completed
- [REDACTED] -PP 12 & 14, no employee or supervisor signature
- [REDACTED] -PP12 no supervisor signature and no comp time approval, PP14-completed
- [REDACTED] -PP 12-no employee or supervisor signature, PP13 no supervisor signature
- [REDACTED] -PP 12-no supervisor signature and leave slip not signed for approval on 6/15/12, PP 13 no supervisor signature and no sick leave slip approved for absence (Donna Smith is currently reviewing Hess's time card for HR investigation)
- [REDACTED] -PP 12 no employee or supervisor signature, PP13 no employee or supervisor signature and no comp time approval request
- [REDACTED] -PP 17-completed with overtime and comp time documented & approved
- [REDACTED] Haug-PP 17, completed
- [REDACTED] -PP 17 , completed with comp time documented & approved
- [REDACTED] -PP 9 completed
- [REDACTED] -PP 9, No supervisor signature
- [REDACTED] -PP 8, completed
- [REDACTED] -PP 8, completed

### **Recommendations:**

- Develop standardize overtime and comp time form for AFRH.
- Timekeeper email all employees to sign time cards immediately after time as been submitted. If employees have not signed within two working days contact their supervisor.

SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year

Customer Code:AFR	Aff Bfy:2012
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L Name	F Name	Internal Org	BOC	Amount	
				<b>Employee Total: 10,624.74</b>	
		AFR7321000000	111001	10,328.47	46.32
			115103	94.31	
			115201	46.32	
			121102	1,158.58	
			121103	486.80	
			121104	567.28	
			121105	1,580.84	
			121106	19.78	
			121109	132.67	
				<b>Employee Total: 14,415.05</b>	
			111001	8,255.88	153.36
			115201	153.36	
			121102	973.32	
			121103	408.96	
			121104	516.63	
			121106	16.80	
			121109	120.82	
				<b>Employee Total: 10,445.77</b>	
			111001	14,160.00	
			121102	1,685.04	
			121103	708.00	
			121104	856.68	
			121105	743.00	
			121106	28.48	
			121109	200.36	
				<b>Employee Total: 18,381.56</b>	
			111001	7,904.45	
			121101	475.32	
			121105	743.00	
			121106	14.08	
			121109	93.48	
				<b>Employee Total: 9,230.33</b>	
			111001	10,294.38	
			121102	1,161.84	
			121103	488.16	
			121104	563.56	
			121105	1,580.84	
			121106	19.80	
			121109	131.80	
				<b>Employee Total: 14,240.38</b>	
		AFR7322000000	111001	9,497.60	
			121102	1,130.20	
			121103	474.84	
			121104	574.92	
			121105	675.08	
			121109	134.44	
				<b>Employee Total: 12,487.08</b>	
			111001	12,778.08	
			121102	1,481.68	
			121103	622.56	
			121104	721.80	
			121105	1,657.40	
			121109	168.80	
				<b>Employee Total: 17,430.32</b>	
			111001	9,737.84	134.64
			115201	134.64	
			121102	1,139.36	

[illegible]

121103	295.76
121104	542.46
121105	1,657.40
121106	19.52
121109	126.87
	<b>Employee Total: 13,653.85</b>
111001	7,670.77
115103	12.27
115201	66.92
121102	847.28
121103	356.00
121104	399.19
121105	1,657.40
121106	14.72
121109	93.35
	<b>Employee Total: 11,117.90</b>
111001	16,487.24
121102	1,776.04
121103	746.24
121104	883.16
121105	1,657.40
121106	30.00
121109	206.56
	<b>Employee Total: 21,786.64</b>
111001	8,054.08
121102	1,036.16
121103	435.36
121104	539.84
121106	17.68
121109	126.24
	<b>Employee Total: 10,209.36</b>
111001	6,822.24
115103	9.54
115104	169.76
115201	31.83
121102	808.04
121103	339.56
121104	347.02
121105	1,657.40
121106	14.12
121109	81.15
	<b>Employee Total: 10,280.66</b>
111001	11,375.26
115103	116.82
115104	283.36
121102	1,348.80
121103	566.76
121104	680.31
121105	1,657.40
121106	22.80
121109	159.10
	<b>Employee Total: 16,210.61</b>
111001	10,393.34
121102	1,193.04
121103	501.24
121104	594.08
121105	743.00
121106	20.40
121109	138.92
	<b>Employee Total: 13,584.02</b>
111001	7,646.68
115103	231.77
115201	1,132.60

66.92

31.83

1132.6

			121102	821.40	
			121103	69.04	
			121104	494.85	
			121105	675.08	
			121106	14.40	
			121109	115.73	
				<b>Employee Total: 11,201.55</b>	
			111001	8,707.20	
			115103	6.80	
			115201	489.84	489.84
			121102	1,036.16	
			121103	435.36	
			121104	556.39	
			121105	689.36	
			121106	17.68	
			121109	130.12	
				<b>Employee Total: 12,068.91</b>	
		AFR7322100000	111001	6,096.00	
			115104	142.88	
			115201	157.19	157.19
			121102	725.44	
			121103	304.80	
			121104	379.61	
			121105	743.00	
			121106	12.60	
			121109	88.79	
				<b>Employee Total: 8,650.31</b>	
					2212.7

**AFRH-W Campus Operations:**

Timekeeper: [REDACTED]

Period Periods review: Random PP 11-18

Divisions included: Campus Operations and Heating Plant

Separate employee file or Pay Period: Employee

Employee signature: Yes

Supervisor signature: Yes

Leave slip complete: Yes

Comp time approval:

Overtime approval: Yes

**Observation & Findings:**

- [REDACTED] completed
- [REDACTED] completed
- [REDACTED] completed
- [REDACTED] completed
- [REDACTED] -completed
- [REDACTED] completed
- [REDACTED] completed
- Payroll files were well organized and complete.

**Recommendations:**

- Develop standardize overtime and comp time form for AFRH.
- Supervisory Campus Operations (COR) should review overtime requirements in the Heating Plant area. The new contract in place should reduce the overtime requirements for the remaining government employees.

SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year

Customer Code:AFR	Aff Bfy:2012
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L Name	F Name	Internal Org	BOC	Amount
				<b>Employee Total: 21,451.15</b>
		AFR7341000000	111001	7,916.80
			121102	942.08
			121103	316.68
			121104	472.28
			121105	675.08
			121106	16.20
			121109	110.44
				<b>Employee Total: 10,449.56</b>
			111001	8,158.02
			121101	554.16
			121103	79.16
			121104	441.60
			121105	1,657.40
			121106	16.20
			121109	103.28
				<b>Employee Total: 11,009.82</b>
			111001	8,748.02
			121101	609.52
			121104	520.88
			121105	743.00
			121106	17.72
			121109	121.80
				<b>Employee Total: 10,760.94</b>
		AFR7342100000	111002	7,030.40
			121102	836.60
			121103	351.56
			121104	386.68
			121105	1,657.40
			121106	14.40
			121109	90.44
				<b>Employee Total: 10,367.48</b>
			111002	5,427.20
			121101	379.92
			121105	743.00
			121106	11.40
			121109	73.72
				<b>Employee Total: 6,635.24</b>
		AFR7342300000	111002	4,819.20
			121101	337.36
			121104	298.80
			121106	10.80
			121109	69.88
				<b>Employee Total: 5,536.04</b>
			111002	5,046.40
			121102	600.52
			121103	151.40
			121104	263.64
			121105	1,657.40
			121106	10.52
			121109	61.68
				<b>Employee Total: 7,791.56</b>
			111002	4,819.20
			121102	573.48
			121103	240.96
			121104	279.80
			121105	743.00
			121106	10.20







**AFRH-W Wellness Center:**

Timekeeper: [REDACTED]

Period Periods review: PP 15 & 18

Divisions included: Wellness Center and Providers

Separate employee file or by Pay Period: Pay Period

Timekeeper signature: Yes

Employee signature: Majority completed

Supervisor signature: Majority completed

Leave slip complete: Yes

Comp time approval: No

Overtime approval: No

**Observation & Findings:**

- [REDACTED] no overtime approval for PP 17
- [REDACTED] no overtime approval for PP 15, 16, 17 & 18, PP17 no supervisor signature
- [REDACTED] no overtime approval for PP 15, 16, 17 & 18. PP17 over 10 day period 9 days of overtime, PP 18 over a 14 day period 10 days of overtime
- [REDACTED] no overtime approval for PP 15, 16, 17 & 18
- [REDACTED] no overtime approval for PP 15, 16, 17 & 18, PP17 over a 14 day period 8 days of overtime
- [REDACTED] no overtime approval for PP 15, 16, 17 & 18, PP 17 over a 14 day period 9 days were overtime, PP 18 leave slip not approved, signed or dated
- [REDACTED] no overtime approval for PP 15, 16, 17 & 18
- [REDACTED] no overtime approval for PP 15, 16, 17 & 18, PP17 over 14 day period 8 days in overtime
- [REDACTED] -no overtime approval for PP 15, 16, 17 & 18, PP 17 over 14 day period 4 days of overtime, PP18 no employee signature or date and over a 14 day period 7 days of overtime
- [REDACTED] -no overtime approval for PP 15, 16, 17 & 18, PP17 over 14 day period 9 days of overtime, PP18 over 14 days period 4 days of overtime
- [REDACTED] -White-no overtime approval for PP 15, 16, 17 & 18, PP17 over 14 day period 7 days of overtime, PP 18 over a 14 day period 4 days of overtime
- [REDACTED] -no overtime approval for PP 15, 16, 17 & 18, PP17 over 14 day period 7 days of overtime, PP 18 over a 14 day period 7 days of overtime
- [REDACTED] no overtime approval for PP 15, 16, 17 & 18, PP17 over 14 day period 8 days of overtime
- [REDACTED] -PP 17, no employee signature
- [REDACTED] PP 17 over a 7 day period 4 days of overtime
- [REDACTED] PP 17 no comp time approval submitted
- [REDACTED] PP 17 no employee signature, PP18 no employee signature or date
- [REDACTED] PP 18 no supervisor signature or date
- [REDACTED] PP 17, leave slip not signed by supervisor
- [REDACTED] PP 17 employee signed but did not date, PP18 no employee signature or date
- [REDACTED] PP 17 no employee signature and date
- [REDACTED] PP 18 no employee signature or date
- Several employees have been paid an extensive amount of overtime during Pay Period 15-18.

**Recommendations:**

- Develop standardize overtime and comp time form for AFRH. Establish overtime and comp time approval process. Per [REDACTED] (Timekeeper) states that Supervisor's approval overtime by reviewing the timecard before signing off.
- Attain employee and supervisor signatures that have not signed time card.
- Attain supervisor signatures on employee leave slips.
- Chief, Healthcare Services and AFRH-W Administrator should review all overtime and comp time request and approvals.
- Chief, Healthcare Services should review actual overtime cost after each Pay Period. This review should be submitted to the AFRH-W Administrator after each Pay Period.
- AFRH-W Administrator must review employees receiving administrative function overtime. GS-9 employees and above should utilize comp time instead of overtime. All comp time needs to be utilized within to Pay Periods.
- Chief, Healthcare Services needs to establish a process for required overtime that allows all employees to volunteer for overtime shifts. Develop overtime rotation in order to reduce a few employees from attaining all of the required overtime.

SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year

Customer Code:AFR Aff Bfy:2012

L Name	F Name	Internal Org	BOC	Amount
				<b>Employee Total: 8,650.31</b>
		AFR733000000	111001	14,924.80
			111003	2,128.88
			121102	1,776.04
			121103	746.24
			121104	869.32
			121105	1,580.84
			121106	30.00
			121109	203.32
				<b>Employee Total: 22,259.44</b>
			111001	11,174.38
			115103	106.47
			115201	5,179.01
			121101	782.20
			121104	999.02
			121105	675.08
			121106	22.48
			121109	233.64
				<b>Employee Total: 19,172.28</b>
			113003	5,495.50
			121102	653.96
			121103	274.76
			121104	299.75
			121105	405.04
			121106	10.20
			121109	70.10
				<b>Employee Total: 7,209.31</b>
			111001	15,601.08
			121102	1,776.04
			121103	746.24
			121104	841.88
			121105	1,657.40
			121106	30.00
			121109	196.88
				<b>Employee Total: 20,849.52</b>
			111001	8,707.20
			121102	1,036.16
			121103	87.08
			121104	498.44
			121105	1,580.84
			121106	17.72
			121109	116.56
				<b>Employee Total: 12,044.00</b>
			113003	8,581.76
			121102	1,021.23
			121103	429.06
			121104	532.07
			121109	124.44
				<b>Employee Total: 10,688.56</b>
			111001	9,616.36
			121102	1,067.76
			121103	209.72
			121104	509.08
			121105	1,657.40
			121109	119.08
				<b>Employee Total: 13,179.40</b>
			111001	18,819.20
			121102	2,239.48

5179.01





[illegible]

121109	175.50	
	<b>Employee Total: 17,156.99</b>	
111001	13,664.96	
115103	22.39	
115201	3,360.74	3360.74
115202	0.00	
121102	1,548.32	
121103	650.56	
121104	973.39	
121105	1,580.84	
121106	26.08	
121109	227.64	
	<b>Employee Total: 22,054.92</b>	
111001	12,131.16	
115103	1,013.96	
115104	303.28	
115201	3,248.40	3248.4
121102	1,443.60	
121103	485.24	
121104	975.71	
121105	1,657.40	
121106	24.60	
121109	228.19	
	<b>Employee Total: 21,511.54</b>	
111001	12,451.15	
115103	964.83	
115201	2,850.02	2850.02
121102	1,481.68	
121103	373.56	
121104	962.79	
121105	1,580.84	
121109	225.17	
	<b>Employee Total: 20,890.04</b>	
111001	12,246.37	
115103	148.39	
115104	239.19	
115201	3,207.53	3207.53
121102	1,457.32	
121103	489.88	
121104	961.57	
121105	675.08	
121106	24.60	
121109	224.89	
	<b>Employee Total: 19,674.82</b>	
111001	9,043.83	
115103	564.04	
115104	210.32	
115201	717.94	717.94
121102	1,001.12	
121103	420.64	
121104	571.53	
121105	1,167.88	
121106	17.12	
121109	133.67	
	<b>Employee Total: 13,848.09</b>	
111001	15,297.92	
115201	1,282.60	1282.6
121102	1,776.04	
121103	746.24	
121104	937.25	
121105	1,657.40	
121106	30.00	
121109	219.20	



[illegible]

	<b>Employee Total: 21,946.65</b>
111001	0.00
111003	1,236.36
111004	12,981.70
115103	0.00
115104	0.00
115201	100.30
121102	0.00
121103	0.00
121104	811.07
121109	189.69
	<b>Employee Total: 15,319.12</b>
111001	20,969.60
121102	2,770.00
121103	232.76
121104	1,321.24
121106	41.68
121109	337.52
121202	2,307.68
	<b>Employee Total: 27,980.48</b>
111001	8,412.80
121102	1,001.12
121103	420.64
121104	500.36
121105	743.00
121106	17.08
121109	117.04
	<b>Employee Total: 11,212.04</b>
111001	14,924.80
121102	1,776.04
121103	746.24
121104	925.32
121109	216.40
	<b>Employee Total: 18,588.80</b>
111001	15,248.46
121101	1,064.88
121105	743.00
121109	209.32
	<b>Employee Total: 17,265.66</b>
111001	7,766.40
121102	924.20
121103	388.36
121104	467.72
121106	15.88
121109	109.40
	<b>Employee Total: 9,671.96</b>
111001	12,451.20
121102	1,481.68
121103	622.56
121104	771.96
121106	25.20
121109	180.56
	<b>Employee Total: 15,533.16</b>
111001	7,120.00
121102	847.28
121103	71.20
121104	441.44
121106	14.68
121109	103.24
	<b>Employee Total: 8,597.84</b>
111001	17,747.20
121101	1,242.32
121106	35.40

100.3

[illegible]

121109	257.32
	<b>Employee Total: 19,282.24</b>
111001	6,070.40
121102	722.36
121103	303.56
121104	356.68
121105	729.48
121106	12.60
121109	83.40
	<b>Employee Total: 8,278.48</b>
111001	6,459.91
121102	766.92
121103	322.24
121104	399.56
121106	13.48
121109	93.44
	<b>Employee Total: 8,055.55</b>
111001	6,798.36
121102	808.04
121103	67.92
121104	371.76
121105	1,657.40
121106	14.08
121109	86.96
	<b>Employee Total: 9,804.52</b>
111001	7,880.57
121101	475.32
121105	1,657.40
121106	14.08
121109	88.60
	<b>Employee Total: 10,115.97</b>
111001	6,790.40
115201	1,519.88
121102	808.04
121103	67.92
121104	468.01
121105	1,657.40
121106	14.12
121109	109.46
	<b>Employee Total: 11,435.23</b>
111001	5,854.97
121102	683.92
121103	229.88
121104	342.36
121105	675.08
121106	12.00
121109	80.08
	<b>Employee Total: 7,878.29</b>
111001	6,790.40
121101	475.32
121105	1,657.40
121106	14.08
121109	86.96
	<b>Employee Total: 9,024.16</b>
111001	6,790.40
121101	475.32
121105	743.00
121106	14.12
121109	94.48
	<b>Employee Total: 8,117.32</b>
111001	6,601.60
121102	785.60
121103	66.00

1519.88

[illegible]

121104	409.28
121106	13.80
121109	95.72
	<b>Employee Total: 7,972.00</b>
111001	6,988.80
121102	831.68
121103	349.44
121104	433.32
121106	14.40
121109	101.32
	<b>Employee Total: 8,718.96</b>
111001	8,368.00
115103	209.28
115104	209.20
121101	585.76
121105	743.00
121106	17.08
121109	122.44
	<b>Employee Total: 10,254.76</b>
111001	6,790.40
115103	169.92
121102	808.04
121103	227.92
121104	389.36
121105	1,657.40
121106	14.12
121109	91.08
	<b>Employee Total: 10,148.24</b>
111001	12,451.20
121102	1,481.68
121103	124.52
121104	733.28
121105	743.00
121106	25.20
121109	171.48
	<b>Employee Total: 15,730.36</b>
111001	7,571.20
121102	900.96
121103	275.72
121104	436.08
121105	1,613.24
121106	15.60
121109	102.00
	<b>Employee Total: 10,914.80</b>
111002	8,464.00
121102	1,007.20
121103	411.60
121104	507.84
121105	743.00
121109	118.76
	<b>Employee Total: 11,252.40</b>
111001	8,620.88
121101	597.84
121105	1,657.40
121106	17.40
121109	114.00
	<b>Employee Total: 11,007.52</b>
111001	11,312.97
115104	283.36
115201	163.46
115202	20.43
121102	1,317.19
121103	553.47

163.46

[illegible]

121104	714.13
121106	22.80
121109	167.02
	<b>Employee Total: 14,554.83</b>
111001	10,752.00
121102	1,279.48
121103	107.52
121104	648.20
121106	21.88
121109	151.60
	<b>Employee Total: 12,960.68</b>
111001	6,790.40
121102	808.04
121103	187.92
121104	393.60
121105	743.00
121106	14.08
121109	92.04
	<b>Employee Total: 9,029.08</b>
111001	12,451.20
115201	347.31
121101	871.60
121105	743.00
121109	179.15
	<b>Employee Total: 14,592.26</b>
111001	7,571.20
121101	530.00
121105	1,657.40
121106	15.60
121109	99.92
	<b>Employee Total: 9,874.12</b>

Total Over Time

347.31

35127.62

**AFRH-W LaGarde 2:**

Timekeeper: [REDACTED]

Period Periods review: 15-18

Divisions included: LaGarde 2 only

Separate employee file or by Pay Period: Pay Period

Timekeeper signature: Yes

Employee signature: The majority is complete. PP 17 & 18 needs signatures

Supervisor signature: The majority is complete. PP 17 & 18 needs signatures

Leave slip complete: Yes

Comp time approval:

Overtime approval: Majority of overtime approved documentation submitted

**Observation & Findings:**

- [REDACTED] no correlation between overtime and annual or sick leave
- [REDACTED] no correlation between overtime and annual or sick leave (no over time for PP16)
- [REDACTED] no time card submitted for review only T & A report and leave slip for PP 15.  
No correlation between overtime and annual or sick leave

**Recommendations:**

- Develop standardize overtime and comp time form for AFRH.
- Attain employee and supervisor signatures on PP 17, PP 18
- Attain employees and supervisor who have not signed time card.
- Attain overtime approvals not submitted for the record.
- Chief, Healthcare Services and AFRH-W Administrator should review all overtime and comp time request and approvals.
- Chief, Healthcare Services should review actual overtime cost after each Pay Period. This review should be submitted to the AFRH-W Administrator after each Pay Period.
- Chief, Healthcare Services needs to establish a process for required overtime that allows all employees to volunteer for overtime shifts. Develop overtime rotation in order to reduce a few employees from attaining all of the required overtime.
- Conduct Independent Staffing Level review in conjunction with the AFRH Inspection Generals Office.

SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year

Customer Code:AFR	Aff Bfy:2012
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L Name	F Name	Internal Org	BOC	Amount	
			111001	5,747.17	1685.83
			115103	512.72	
			115104	143.68	
			115201	1,685.83	
			121102	683.92	
			121103	287.36	
			121104	486.14	
			121105	496.76	
			121106	12.00	
			121109	113.70	
			<b>Employee Total: 10,169.28</b>		
			111001	6,902.40	534.81
			115103	153.12	
			115104	172.56	
			115201	534.81	
			121101	483.16	
			121105	1,657.40	
			121106	14.40	
			121109	101.05	
			<b>Employee Total: 10,018.90</b>		
			111001	6,268.79	3332.63
			115103	493.92	
			115104	156.72	
			115201	3,332.63	
			121102	746.00	
			121103	62.68	
			121104	572.60	
			121105	1,657.40	
			121106	12.88	
			121109	133.90	
			<b>Employee Total: 13,437.52</b>		
			111001	6,617.60	537.92
			115103	554.62	
			115104	165.44	
			115201	537.92	
			121101	463.24	
			121104	488.29	
			121106	13.80	
			121109	114.19	
			<b>Employee Total: 8,955.10</b>		
			111001	5,920.00	2806.35
			115103	611.55	
			115104	148.00	
			115201	2,806.35	
			121102	704.48	
			121103	296.00	
			121104	539.79	
			121105	1,657.40	
			121106	12.28	
			121109	126.25	
			<b>Employee Total: 12,822.10</b>		
			111001	5,747.16	11.6
			115103	490.22	
			115104	143.68	
			115201	11.60	
			121102	683.92	
			121103	287.36	
			121104	354.46	

[illegible]

121105	1,580.84	
121106	12.00	
121109	82.89	
	<b>Employee Total: 9,394.13</b>	
111001	5,747.20	
111003	40.00	
115103	464.16	
115201	250.67	250.67
121102	683.92	
121103	157.48	
121104	400.65	
121106	12.00	
121109	93.70	
	<b>Employee Total: 7,849.78</b>	
111001	6,790.39	
115103	181.58	
115104	169.76	
115201	307.93	307.93
121102	808.04	
121103	339.56	
121104	444.93	
121105	743.00	
121106	14.12	
121109	104.06	
	<b>Employee Total: 9,903.37</b>	
111001	6,790.36	
115103	602.44	
115104	169.76	
115201	276.32	276.32
121102	808.04	
121103	167.92	
121104	436.80	
121105	1,657.40	
121106	14.12	
121109	102.14	
	<b>Employee Total: 11,025.30</b>	
111001	8,412.79	
115103	302.35	
115104	0.00	
115201	6,355.69	6355.69
121102	1,001.12	
121103	420.64	
121104	897.26	
121105	1,580.84	
121106	17.08	
121109	209.85	
111001	8,412.80	
115103	697.45	
115104	210.32	
115201	233.09	233.09
121102	1,001.12	
121103	84.12	
121104	575.40	
121105	743.00	
121106	17.08	
121109	134.57	
111001	0.00	
115103	0.00	
115104	0.00	
115201	11.40	11.4
121102	0.00	
121103	0.00	


121104	0.71
121106	0.00
121109	0.17
	<b>Employee Total: 12.28</b>

Total Over Time 16344.24



### **AFRH-W LaGarde 3**

Timekeeper: [REDACTED]

Period Periods review: 15-18

Divisions included: LaGarde 3 only

Separate employee file or by Pay Period: Pay Period

Timekeeper signature: Yes

Employee signature: Yes

Supervisor signature: PP 15, 16, 17, & 18 needs signatures

Leave slip complete: Yes

Comp time approval:

Overtime approval: Majority of overtime approved documentation submitted

#### **Observation & Findings:**

- [REDACTED] no correlation between overtime and annual or sick leave (no over time for PP 15 & 16)
- [REDACTED] no correlation between overtime and annual or sick leave (no timesheet for PP 17 & 18)
- [REDACTED] no correlation between overtime and annual or sick leave (no timesheet for PP 18, no overtime approval for PP 15 & 17)
- [REDACTED] no correlation between overtime and annual or sick leave (no overtime approval for PP 15, 17, 18)

#### **Recommendation:**

- Develop standardize overtime and comp time form for AFRH.
- Attain employee and supervisor signatures on PP 17, PP18.
- Attain overtime approvals not submitted for the record.
- Chief, Healthcare Services and AFRH-W Administrator should review all overtime and comp time request and approvals.
- Chief, Healthcare Services should review actual overtime cost after each Pay Period. This review should be submitted to the AFRH-W Administrator after each Pay Period.
- Chief, Healthcare Services needs to establish a process for required overtime that allows all employees to volunteer for overtime shifts. Develop overtime rotation in order to reduce a few employees from attaining all of the required overtime.
- Conduct Independent Staffing Level review in conjunction with the AFRH Inspection Generals Office.

SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year

Customer Code:AFR	Aff Bfy:2012
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L Name	F Name	Internal Org	BOC	Amount	
			111001	6,790.34	1338.6
			115103	602.44	
			115104	169.76	
			115201	1,338.60	
			121102	808.04	
			121103	339.56	
			121104	504.58	
			121105	1,657.40	
			121106	14.08	
			121109	118.01	
			<b>Employee Total: 24,224.20</b>		
			111001	5,920.00	1057.19
			115103	592.16	
			115104	148.00	
			115201	1,057.19	
			121102	704.48	
			121103	296.00	
			121104	445.83	
			121105	1,580.84	
			121106	12.28	
			121109	104.26	
			<b>Employee Total: 10,861.04</b>		
			111001	6,790.36	1102.71
			115103	216.56	
			115104	169.76	
			115201	1,102.71	
			121102	808.04	
			121103	339.56	
			121104	497.31	
			121105	743.00	
			121106	14.12	
			121109	116.30	
			<b>Employee Total: 10,797.72</b>		
			111001	8,412.77	834.04
			115103	688.28	
			115104	210.32	
			115201	834.04	
			121102	1,001.12	
			121103	336.52	
			121104	592.51	
			121105	1,580.84	
			121106	17.08	
			121109	138.57	
			<b>Employee Total: 13,812.05</b>		
			111001	6,268.80	247.68
			115103	168.56	
			115104	156.72	
			115201	247.68	
			121102	746.00	
			121103	62.68	
			121104	382.03	
			121105	1,657.40	
			121106	12.88	
			121109	89.36	
			<b>Employee Total: 9,792.11</b>		
			111001	6,790.40	
			115103	169.92	
			115104	169.76	





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#### **AFRH-W LaGarde 4**

Timekeeper: [REDACTED]

Period Periods review: Random 15-18

Divisions included: LaGarde 4

Separate employee file or by Pay Period: Pay Period

Timekeeper signature: Yes

Employee signature: Yes

Supervisor signature: Yes

Leave slip complete: Yes

Comp time approval:

Overtime approval: Majority of overtime approved documentation submitted

#### **Observation & Findings:**

- [REDACTED] no correlation between overtime and annual or sick leave (no over time for PP 17)
- [REDACTED] no correlation between overtime and annual or sick leave (no timesheet for PP 16, 17, 18)
- [REDACTED] no correlation between overtime and annual or sick leave (no timesheet for PP 18, no overtime approval for PP 18)
- [REDACTED] no correlation between overtime and annual or sick leave. No overtime approval for PP 15. PP 17 annual leave 32 hours Plus over time 2.5 & 7.5
- [REDACTED] PP 15 annual leave 1<sup>st</sup> date of 2<sup>nd</sup> week pay period-8 hours overtime next day. PP16 Overtime for 8 hours after working four days, the next day in same week on sick leave. PP 17 PP 17 annual leave (61) .25 1<sup>st</sup> week next day overtime then the next day sick leave (62). PP 18 1<sup>st</sup> week 8 hours annual leave with next day 8 hours of overtime
- [REDACTED] no correlation between overtime and annual or sick leave (no overtime approval for PP 15, 17)
- [REDACTED] PP 18 2<sup>nd</sup> week 8 hours of sick leave and same day receives 8 hours of other Leave (66)
- [REDACTED] -no overtime approval for PP 15, 17. PP 17 no sick leave slip for PP 16 sick leave 1 Monday of PP and the next two days with overtime of 1.5 & 1.75. PP 16 employee submitted for annual leave (61) but timekeeper entered as sick leave (62)
- [REDACTED] Osadiaye-no overtime approval for PP 15, 17 & 18. PP 17 2<sup>nd</sup> week 8 hours of overtime the next day 8 hours of sick leave (62)
- [REDACTED] no correlation between overtime and annual or sick leave (no overtime approval for PP 17 & 18)
- [REDACTED] no correlation between overtime and annual or sick leave (no overtime approval for PP 15. PP 17 overtime 1<sup>st</sup> Sunday with 8 hours sick leave (62) and 16 hours annual leave (61) during the same week

#### **Recommendations:**

- Develop standardize overtime and comp time form for AFRH.
- Attain overtime approvals not submitted for the record.
- Chief, Healthcare Services and AFRH-W Administrator should review all overtime and comp time request and approvals.

- Chief, Healthcare Services should review actual overtime cost after each Pay Period. This review should be submitted to the AFRH-W Administrator after each Pay Period.
- Chief, Healthcare Services needs to establish a process for required overtime that allows all employees to volunteer for overtime shifts. Develop overtime rotation in order to reduce a few employees from attaining all of the required overtime.
- Conduct Independent Staffing Level review in conjunction with the AFRH Inspection Generals Office.

## SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year

Customer Code:AFR	Aff Bfy:2012
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L Name	F Name	Internal Org	BOC	Amount	
			111001	8,198.35	1912.8
			115103	739.47	
			115104	204.96	
			115201	1,912.80	
			121102	975.60	
			121103	409.96	
			121104	617.32	
			121105	1,657.40	
			121106	16.80	
			121109	144.38	
			<b>Employee Total: 14,877.04</b>		
			111001	8,348.96	1025.41
			115103	234.34	
			115104	194.16	
			115201	1,025.41	
			121102	924.20	
			121103	360.69	
			121104	536.17	
			121105	1,142.52	
			121106	15.92	
			121109	125.39	
			<b>Employee Total: 12,907.76</b>		
			111001	5,747.20	230.48
			115103	107.76	
			115104	143.68	
			115201	230.48	
			121102	683.92	
			121103	287.36	
			121104	356.42	
			121105	1,142.52	
			121106	12.00	
			121109	83.35	
			<b>Employee Total: 8,794.69</b>		
			111001	5,919.98	461.12
			115103	479.30	
			115104	148.00	
			115201	461.12	
			121102	704.48	
			121103	296.00	
			121104	401.85	
			121105	1,580.84	
			121106	12.32	
			121109	93.99	
			<b>Employee Total: 10,097.88</b>		
			111001	5,747.16	238.08
			115103	516.24	
			115104	143.68	
			121102	683.92	
			121103	287.36	
			121104	356.59	
			121105	1,580.84	
			121106	12.00	
			121109	83.40	
			<b>Employee Total: 9,411.19</b>		
			111001	5,711.88	238.08
			115103	455.22	
			115104	148.00	
			115201	238.08	



[illegible]

121102	679.71	
121103	57.12	
121104	392.05	
121105	689.36	
121106	12.28	
121109	91.69	
	<b>Employee Total: 8,475.39</b>	
111001	6,393.76	
115103	406.64	
115104	143.68	
115201	270.86	270.86
121102	683.92	
121103	97.48	
121104	383.62	
121105	1,142.52	
121106	12.00	
121109	89.72	
	<b>Employee Total: 9,624.20</b>	
111001	5,919.98	
115103	239.77	
115104	148.00	
115201	2,295.24	2295.24
121102	704.48	
121103	248.00	
121104	516.94	
121105	496.76	
121106	12.28	
121109	120.89	
	<b>Employee Total: 10,702.34</b>	
111001	6,268.79	
115103	128.38	
115104	156.72	
115201	236.01	236.01
121102	746.00	
121103	102.68	
121104	372.27	
121105	1,613.24	
121106	12.88	
121109	87.07	
	<b>Employee Total: 9,724.04</b>	
111001	5,747.20	
115103	137.46	
115104	143.68	
115201	1,125.28	1125.28
121102	683.92	
121103	57.48	
121104	401.51	
121105	1,142.52	
121106	12.00	
121109	93.90	
	<b>Employee Total: 9,544.95</b>	
111001	6,560.70	
115103	489.47	
115104	165.44	
115201	253.92	253.92
121102	780.72	
121103	65.60	
121104	439.50	
121105	1,142.52	
121106	13.80	
121109	102.79	
	<b>Employee Total: 10,014.46</b>	
111001	6,444.80	







## **AFRH-W LaGarde 5**

Timekeeper: [REDACTED]

Period Periods review: 15-18

Divisions included: LaGarde 5

Separate employee file or by Pay Period: Pay Period

Timekeeper signature: No

Employee signature: Yes

Supervisor signature: No

Leave slip complete: Submitted for review (on site review completed)

Comp time approval: No

Overtime approval: No

### **Observation & Findings:**

- [REDACTED] PP 16 not printed, no overtime approval submitted for review
- [REDACTED] PP 16 not printed, no overtime approval submitted for review
- [REDACTED] PP 16 not printed, no overtime approval submitted for PP 15, 16, 18
- [REDACTED] PP 15, 16, 17 & 18 no overtime approval submitted for review
- [REDACTED] -PP 17 & 18 no overtime approval submitted
- Employee timecard, leave slips, overtime/comp time not contained together in file

### **Recommendations:**

- Develop standardize overtime and comp time form for AFRH.
- Attain overtime approvals.
- Timekeepers must sign timecards immediately after completion of each Pay Period.
- Timekeepers must follow-up with supervisor for signature after employees have signed time card. Supervisors should sign time cards no later than three working days after time cards have been submitted.
- Chief, Healthcare Services and AFRH-W Administrator should review all overtime and comp time request and approvals.
- Chief, Healthcare Services should review actual overtime cost after each Pay Period. This review should be submitted to the AFRH-W Administrator after each Pay Period.
- Chief, Healthcare Services needs to establish a process for required overtime that allows all employees to volunteer for overtime shifts. Develop overtime rotation in order to reduce a few employees from attaining all of the required overtime.
- Conduct Independent Staffing Level review in conjunction with the AFRH Inspection Generals Office.

SAR PR AFR EOR Payroll Cost Report - Cumulative by Internal Org-Employee-BOC Enter Customer Code : 'AFR' , Beginning Year Pay F

Customer Code:AFR	Aff Bfy:2012
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L Name	F Name	Internal Org	BOC	Amount	
		AFR7331400000	111001	5,747.20	
			115103	197.68	
			115104	143.68	
			121102	683.92	
			121103	57.48	
			121104	367.22	
			121105	496.76	
			121106	12.00	
			121109	85.88	
				<b>Employee Total: 7,791.82</b>	
			111001	6,268.80	
			115103	479.22	
			115104	156.72	
			115201	199.24	199.24
			121102	746.00	
			121103	313.44	
			121104	407.78	
			121105	1,580.84	
			121106	12.88	
			121109	95.37	
				<b>Employee Total: 10,260.29</b>	
			111001	5,747.20	
			115103	620.68	
			115104	143.68	
			115201	2,365.24	2365.24
			121102	683.92	
			121103	57.48	
			121104	517.02	
			121105	1,613.24	
			121106	12.00	
			121109	120.93	
			111001	5,920.00	
			115103	111.12	
			115104	148.00	
			121102	704.48	
			121103	296.00	
			121104	344.13	
			121105	1,580.84	
			121106	12.28	
			121109	80.48	
				<b>Employee Total: 9,197.33</b>	
			111001	8,728.32	
			115103	494.40	
			115104	210.32	
			115201	547.73	547.73
			121102	1,001.12	
			121103	336.52	
			121104	565.35	
			121105	1,142.52	
			121106	17.08	
			121109	132.22	
				<b>Employee Total: 13,175.58</b>	
			111001	5,880.88	
			115103	535.14	
			115104	161.12	
			121102	699.83	
			121103	288.73	
			121104	369.10	

[illegible]

121105	743.00	
121106	13.52	
121109	86.32	
	<b>Employee Total: 8,777.64</b>	
111001	5,639.44	
115103	143.68	
115104	143.68	
121102	671.10	
121103	56.40	
121104	323.87	
121105	1,613.24	
121106	12.00	
121109	75.75	
	<b>Employee Total: 8,679.16</b>	
111001	3,792.40	
111003	192.68	
115103	250.99	
121101	265.47	
121105	371.50	
121106	12.39	
121109	57.23	
	<b>Employee Total: 4,942.66</b>	
111001	5,747.20	
115103	153.58	
115201	260.42	260.42
121102	683.92	
121103	243.68	
121104	361.87	
121105	675.08	
121106	12.00	
121109	84.63	
	<b>Employee Total: 8,222.38</b>	
111001	8,412.80	
115103	224.71	
115104	210.32	
115201	560.57	560.57
121102	1,001.12	
121103	410.32	
121104	583.33	
121106	17.08	
121109	136.41	
	<b>Employee Total: 11,556.66</b>	
111001	6,309.58	
115103	284.03	
115104	0.00	
115201	138.86	138.86
121102	750.84	
121103	315.48	
121104	383.93	
121105	1,185.63	
121106	12.84	
121109	89.80	
	<b>Employee Total: 9,470.99</b>	
111001	5,920.00	
115103	138.90	
115201	277.50	277.50
121102	704.48	
121103	296.00	
121104	375.92	
121105	743.00	
121106	12.28	
121109	87.92	
	<b>Employee Total: 8,556.00</b>	

[illegible]

111001	6,268.80	
115103	117.60	
115104	156.72	
115201	14.70	14.7
121102	746.00	
121103	313.44	
121104	365.56	
121105	1,613.24	
121106	12.92	
121109	85.49	
	<b>Employee Total: 9,694.47</b>	
111001	6,268.80	
115103	221.48	
115104	156.72	
115201	28.15	28.15
121102	746.00	
121103	313.44	
121104	387.65	
121105	743.00	
121106	12.92	
121109	90.65	
	<b>Employee Total: 8,968.81</b>	
111001	6,268.80	
115103	568.40	
115104	156.72	
115201	1,415.36	1415.36
121102	746.00	
121103	62.68	
121104	472.16	
121105	1,657.40	
121106	12.92	
121109	110.42	
	<b>Employee Total: 11,470.86</b>	
111001	7,766.39	
111003	22.83	
115103	862.16	
115104	194.16	
115201	3,217.71	3217.71
121102	924.20	
121103	388.36	
121104	746.51	
121106	15.88	
121109	174.59	
	<b>Employee Total: 14,312.79</b>	
111001	5,919.96	
115103	473.80	
115104	148.00	
115201	31.74	31.74
121102	704.48	
121103	296.00	
121104	383.95	
121105	1,142.52	
121106	12.32	
121109	89.79	
	<b>Employee Total: 9,202.56</b>	
111001	8,412.80	
115103	224.71	
115104	210.32	
115201	587.84	587.84
121102	1,001.12	
121103	420.64	
121104	542.06	
121105	1,580.84	



[illegible]

121106	17.08	
121109	126.77	
	<b>Employee Total: 13,124.18</b>	
111001	5,919.96	
115103	601.46	
115104	148.00	
115201	1,432.32	1432.32
121102	704.48	
121103	296.00	
121104	478.71	
121105	1,142.52	
121106	12.28	
121109	111.95	
	<b>Employee Total: 10,847.68</b>	
111001	6,096.00	
115103	290.20	
115104	0.00	
115201	9.19	9.19
121102	725.44	
121103	252.40	
121104	386.25	
121105	496.76	
121106	12.60	
121109	90.34	
	<b>Employee Total: 8,359.18</b>	
111001	7,420.16	
115103	129.36	
115104	172.56	
115201	649.24	649.24
121102	821.40	
121103	276.12	
121104	467.98	
121105	675.08	
121106	14.40	
121109	109.44	
	<b>Employee Total: 10,735.74</b>	
111001	5,919.97	
115103	473.80	
115104	148.00	
121102	704.48	
121103	296.00	
121104	346.13	
121105	1,657.40	
121106	12.28	
121109	80.96	
	<b>Employee Total: 9,639.02</b>	
111001	6,268.80	
115103	566.44	
115104	156.72	
115201	1,223.17	1223.17
121102	746.00	
121103	159.70	
121104	488.11	
121105	743.00	
121106	12.88	
121109	114.16	
	<b>Employee Total: 22,079.69</b>	
111001	6,141.96	
115103	426.59	
115104	148.00	
115201	590.82	590.82
121102	704.48	
121103	296.00	

